

FILE: B+G-10

DDA 81-1399

15 July 1981

MEMORANDUM FOR: Deputy Director of Central Intelligence  
FROM: Harry E. Fitzwater  
Deputy Director for Administration  
SUBJECT: Cafeteria Service

1. For some time, many of us in the Agency have been concerned about the service provided in our cafeterias by the Guest Services Incorporated (GSI) (formerly Government Services Incorporated). The service continues to deteriorate while prices escalate. I frequently patronize the cafeterias and am well aware of the problems that are expressed in employee complaints.

2. Recently I met with the Cafeteria Committee and representatives of the Office of Logistics to determine how we could achieve improvements. From that meeting it was concluded that GSI should be faced with stiff competition for the cafeteria services contract. At least I believe it is necessary that we bring these problems to the attention of GSA and GSI upper management.

3. In order to acquire the ammunition that is necessary to take the initial step in correcting the situation, I propose to distribute the attached questionnaire to a selected sample of about 1,200 Agency employees. The questionnaire was designed by the Research Branch/Psychological Services Division/OMS and the Analytical Methods and External Research Staff/OPA. The questionnaire definitely is not needed to determine that we have problems in our cafeterias but it is appropriate for getting information relative to the problems on the record.

✓ Harry E. Fitzwater

Harry E. Fitzwater

Att

DDA:HEFitzwater:cn (15 Jul 81)

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1 - DCI  
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Coordination	Justify	

REMARKS

1 - Mr. Fitzwater asked that you take a look at the attached and let him know if you think it is ok.

BA

*ok by me*  
*John*  
*6 JUL 1981*

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for Administration

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Attached is the questionnaire the Cafeteria Committee would like to distribute to a scientifically selected sample of about [redacted] Agency employees. The questionnaire was designed by Research Branch/Psychological Service Staff/OMS and Analytical Methods and External Research/OPA.



Co-chairman  
Cafeteria Committee

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FORM USE PREVIOUS  
5-75 101 EDITIONS

Date

36 Aug 1981

247-75

*CIA Internal Use Only*

**TO THE EMPLOYEE:**

You are among the employees at Headquarters [redacted] who have been randomly selected to receive this questionnaire. The purpose of this questionnaire is to determine attitudes about the cafeteria and its services and to elicit comments and suggestions for improvement. Even if you only rarely use the cafeteria, you are encouraged to make specific comments and suggestions in the space provided at the end of this questionnaire.

Your views are important and all suggestions will be given serious consideration. If we are able to determine what it will take to increase employee satisfaction with the cafeteria and its services, you may be sure that we will make every effort to implement the necessary changes.

This is a good opportunity for you to make your views known. It should take no longer than 10 minutes to complete the questionnaire. Please return it within 5 working days, just fold and staple the booklet so that the preprinted address is showing and put in the Agency mail.

Thank you for your cooperation,

Harry E. Fitzwater  
Deputy Director for Administration

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**1. How often do you buy food or drink in the cafeteria?**

(Please use the scale below. Select the letter which corresponds to the frequency of usage and write that letter in the column labeled "Frequency." In the next column, indicate the time of day you usually make these purchases. In the last column, enter an estimate of the amount of money you normally spend.)

- |                        |                         |
|------------------------|-------------------------|
| a. Daily               | d. 1 to 3 times a month |
| b. 3 to 4 times a week | e. Very rarely          |
| c. 1 to 2 times a week | f. Never                |

Period	Frequency	Usual Time of Day	Amount Spent
Breakfast			
Morning Break			
Lunch			
Afternoon Break			
Dinner			

**2. Which statement best describes your lunch eating habits?**

- a. I don't normally eat lunch.
- b. I normally buy lunch in the cafeteria.
- c. I usually brown bag and eat it in the cafeteria.
- d. I usually brown bag and eat it at desk or elsewhere.
- e. I usually use vending machines to buy lunch.
- f. I usually eat in area fast food restaurants.
- g. I usually eat in other area restaurants.
- h. Other \_\_\_\_\_

**2a. If you answered e, f or g to Question 2, above, how much do you usually spend for lunch? \_\_\_\_\_**

Please return completed questionnaire to:

Chairman, Cafeteria Committee  
ORD/AMR  
716 Ames

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3. In this question, you are asked to evaluate certain aspects of the cafeteria. (If you use the cafeteria rarely, place a check mark here \_\_\_\_\_ and skip to question 4.) Look at each aspect (A through K) and choose the adjective which most nearly describes your evaluation of that aspect. Place an "x" in the box which corresponds to your choice. (NOTE: The spaces to the left of the aspect letters below are for use with question 3a).

ASPECT	GOOD	SATISFACTION					TOTALLY UNSATISFACTORIAL
		MEDIOCRE	POOR, BUT TOLERABLE	POOR, BARELY TOLERABLE	POOR, BUT TOLERABLE	POOR, BUT TOLERABLE	
a. Length of line for silverware							
b. Availability of silverware							
c. Line length for food							
d. Range of food selection							
e. Service at food station							
f. Size of portion							
g. Line length for cashier							
h. Cashier service							
i. Tastiness of food							
j. Value of food for price paid							
k. Eating environment							

3a. Now look again at the item above and decide which aspects would have to improve either to raise your level of satisfaction with the cafeteria or get you to use it more. For those aspects which need improvement, determine the order of their importance to you and rank them from most important to least important. Place the number one (1) in the space to the left of the item of the one you consider most important to improve, two (2) in the space for the next most important, etc.

**4. How much more would you be willing to spend for lunch in the cafeteria if there were a concomitant improvement in the food or the service?**

- a. No more
- b. Up to 10% more
- c. 10 to 25% more
- d. 25 to 50% more
- e. 50 to 100% more
- f. More than twice as much

**5. Would you be willing to use the cafeteria for lunch at different times (earlier or later) than you now do if that would lead to an improvement in service or food quality?**

- a. Yes
- b. No
- c. Possibly
- d. Not applicable—I don't use the cafeteria.

**6. How much influence do you perceive the cafeteria as having upon your overall satisfaction where you work?**

- a. The cafeteria is a totally *unimportant* part of my working environment; any change in its quality would *not* affect my overall satisfaction at all.
- b. The cafeteria is but a *trivial* part of my working environment; any change in its quality would *barely* affect my overall satisfaction.
- c. The cafeteria is a *minor* part of my working environment; any change in its quality would affect my overall satisfaction, but only to a *small* degree.
- d. The cafeteria is a *moderate* part of my working environment; any change in its quality would *noticeably* affect my overall satisfaction.
- e. The cafeteria is a *major* part of my working environment; any change in its quality would *substantially* affect my overall satisfaction.
- f. The cafeteria is the *most important* part of my working environment; any change in its quality—for better or worse—would *greatly* affect my overall satisfaction with where I work.

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**7. Where do you work?**

a. Headquarters

c. Other \_\_\_\_\_

**8. What is your grade (or other pay scale equivalent)?** \_\_\_\_\_

**9. How many years have you worked for the Agency?** \_\_\_\_\_

Please use the space below to express your views about the cafeteria which you think were not adequately covered in this survey. Positive, constructive comments, as well as negative comments, will be greatly appreciated.